A STUDY ON PERCEPTION OF WORK CULTURE AND ITS IMPACT ON EMPLOYEE BEHAVIOR

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ABSTRACT

Culture is a social norm, way of behaviour, conduct, believe etc. held and practiced by majority of the people in the society. An organisation culture also reflects all the possible elements of culture mentioned here through its policies, practices and people. The culture develops in organizations due to external pressures and internal integration, which help them to survive and flourish. The organisational culture has the potential for generating sustained competitive advantages through employee involvement and empowerment, which in turn bring innovation and creativity to the table. The culture plays a very important role of creating an environment of openness, trust and collaboration, which provides multi-fold benefits to the organisation and society as a whole. This research work tries to ascertain the influence that organizational culture has on employee work behavior, and to formulate recommendations regarding organizational culture and employee work behavior. The attempt is to analyse the way the culture creates an impact on employee and vice-versa.

KEYWORDS: Organizational Culture, Employee Behavior, Competitive Advantage

INTRODUCTION

Taylor E. B. (1920) defined culture as "The complex whole which includes knowledge, beliefs, morals, capabilities and habits acquired by man as a member of a society." Culture ensures the norms of behavior and also gives mechanism which helps the individuals in his personal and social survival. Herskovitz,(1948) further indicates that culture is the man made part of environment. It reflects the w ay of life of people, their traditions, heritage, design for living, etc. It is the totality of beliefs, norms and values, which is related to the patterned regularity in people's behavior, while workplace culture is a combination of environment people operate in, their way of interaction with one another, the policies, procedures taken up in the environment. Sinha, (1990) substantiated further that work culture means work related activities and meanings attached to such activities in the framework of norms and values regarding work. These activities, norms, and values are generally contextualized in organization. An organization has its boundaries, goals and human resources as well as constraints and its employees have skills, knowledge, needs, and values pertaining to work and they both complement each other. The workplace culture is nothing but an expression of organisational culture, which generally focuses on customer centricity, teamwork and continuous process improvement. It is also expressed in terms of values, ideologies of the organisation. It further makes the foundation of integrity, thoughts and actions of the people working there.

This article tries to examine the influence of organizational culture on employee work behavior and to formulate recommendations regarding organizational culture and its impact on employee work behavior. It shows the linkage

between organizational success and culture, at the same point identifying some barriers which makes corporate culture sensitive to multi-cultural ism.

Literature Review

As per XU Huang, Van De Vliert, Evert, Van Der Vegt, Gerben (2003), in their article "Break the Silence: Do Management Openness and Employee Involvement Raise Employee Voice Worldwide" there is a strong relationship between organisational culture and employee behaviour. It has been found that the factors such as openness, confrontation, pro action, collaboration, communication, trust, and autonomy and career development are the elements of organizational culture which helps in bringing the employee involvement on the board. A climate of management openness refers to employee's collective perception as to what extent the management is receptive to and encourages new ideas, suggestions and even dissents. This in turn results in employee involvement as it is nothing but an employee's involvement in organization wide activities. The cultural norms have a great influence on employee involvement as it is the determinant of the employee opinion about their organization. The organizations with characteristics like larger power distance, top to bottom communication, less support and delegation downwards, generally have employees silently taking up their jobs and have minimal involvement with the workplace.

It was mentioned by Roger Di Aprix (August 2011) in his article " Cultivating a culture of open communication" that Open Communication culture is a culture in which non confidential and non- proprietary information is actively and freely shared across all hierarchical levels with leaders' proactive participation. The existing degree of openness in any organisational culture is instrumental in determining the acceptance of two way communication in that system. If the leadership of the organisation has a strong believe and conviction for openness, then the organisation is more likely to be tolerant to expression of contrary or diverse opinion/ view point from employee. This kind of environment at workplace will ultimately lead to great amount of idea generation and thus leading to creativity and innovation at all the levels in the organisation.

There are various forces at work which make the culture of open communication extremely important and urgent for the organization. The boundary less organisations, which ensures open communication, is one such force while the other being need for collaboration and employee engagement. These forces work cohesively to enhance innovation and competitiveness at workplace. There are various arguments which say that open communication, employee involvement and performance are closely linked to one another in a virtuous cycle. In their 2010 report Tower's Watson researchers have established that if organisations met their standards of effective communication had 47% higher total return on their investments over the five year period from mid 2004 to mid 2009. It was further postulated that open communication culture has a strong positive relationship with employee involvement and satisfaction.

Along with above said elements when an organisation nurtures pro action from employees end, encourages experimentation at the management and execution level, the employees' trust in to organisation policies and procedures goes up. Further to this Jonathan R Crawshav, Rolf Van Dick, Brod beck (2012) validate that employee's strength gradually gives shape to their developmental needs. They further mentioned that when employees view career development opportunities favorable in the organisation, also believe that these opportunities were created with procedural justice, it translates in to proactive employee behaviour and engagement.

It can be seen from the article of Thomas and Feldman (2010) that the presence of the most of the above said elements build organisational trust and employees feel embedded to the organisation.

We can summarize with the help of the facts stated by Alicia Boisnier and Jennifer A Chatman (2002), that culture performs a number of functions within an organization. The primary function is a boundary-defining role, as it creates distinctions between one organization and the others. It also gives a sense of identity for organization members. Further, culture facilitates employee commitment and enhances social system stability for people associated. From the above literature it is inferred that Culture is the social glue that helps hold the organization together by providing appropriate standards for what employees should say and do and also serves as a control mechanism that guides and shapes the attitudinal and behavioural changes in the employees.

Objective of Study:

- To find out relationship between various drivers of organisational culture and employee behaviour in the organisation

- To explore the relationship amongst different variables of organisational Culture.

Research Design & Methodology

The research study is emperical tries to find out the opinions and perceptions of the employees of an organization. For the confidential reasons the names of the organisations have not been disclosed. Survey research methodology was adopted and the data was collected by both primary and secondary method. The questionnaire was prepared by exploring literature review in form of secondary information, which was collected with the help of published research papers, white papers and websites.

The questions in the questionnaire give the researcher a scope to find out factors that build the organisational culture and have a lot of impact on employees' behaviour and attitude towards work and organisation. The population of the study consists of employees of various organisations across country. The total sample size consists of 60 respondents. The sample selection technique adopted for getting the 60 questionnaires filled in Simple Probability

Data Analysis and Interpretation

The questions in the survey questionnaire are measured on a 5 point liker scale of strongly agree, agree, neutral, disagree and strongly disagree. As non of the respondents gave their view point as neutral, while representing the data in the graph, the researchers have considered only 4 point scale ranging from Strongly agree, Agree, Disagree and Strongly disagree.
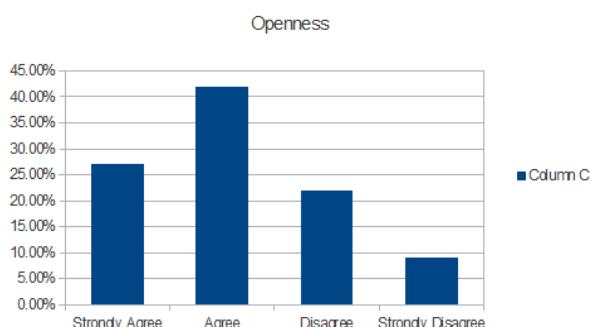
Openness

Strongly Agree	27.00%
Agree	42.00%
Disagree	22.00%
Strongly Disagree	9.00%

From the graph it is seen that 69% of the respondents feel that openness is there in the organisation and employees experience freedom of expression of ideas and there is also a scope of two way communication. It is possible for the employees to voice their opinion and their concerns are heard by the superiors. This gives them the feeling of empowerment and they participate freely in the decision making process of the organisation.

Confrontation

Strongly Agree	7.00%
Agree	44.00%
Disagree	20.00%
Strongly Disagree	29.00%
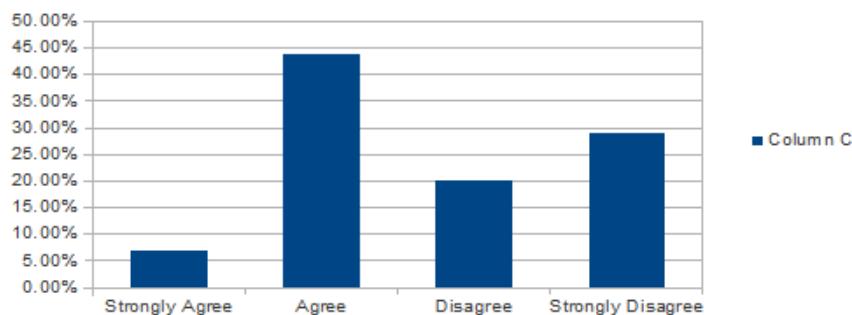
From the above graph we can see that 51% of the employees feel free to confront if they are not in sync with the ideas or decisions taken up by their superior, while remaining 49% said that they simply abide by the orders or decision of their superior, even if they are not in agreement with the same. Inspite of presence of culture of openness they do not confront, because probably their upbringing, past experience or some situational factors do not permit this.

Trust

Strongly Agree	10.00%
Agree	58.00%
Disagree	22.00%
Strongly Disagree	10.00%
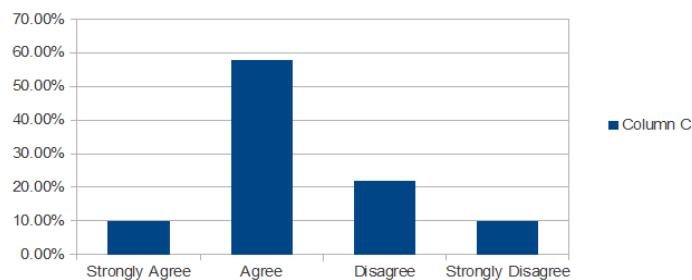
The above graph shows that 68% of respondents feel the presence of trust in the organisation, whereas 32% responded on the above negatively.

Proaction

Strongly Agree	15.00%
Agree	47.00%
Disagree	7.00%
Strongly Disagree	31.00%
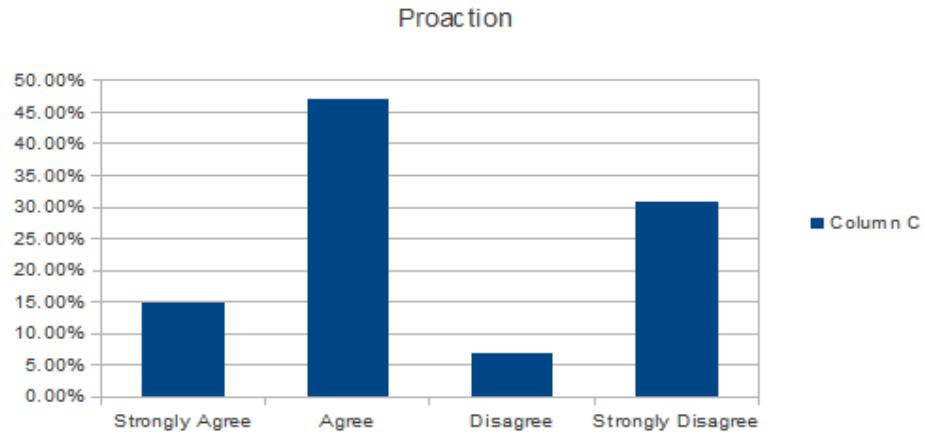
The above graph indicate that 62% of the respondents are proactive at the work place while remaining 38% do not show the high degree of proactivity

Collaboration

Strongly Agree	8.00%
Agree	49.00%
Disagree	29.00%
Strongly Disagree	14.00%
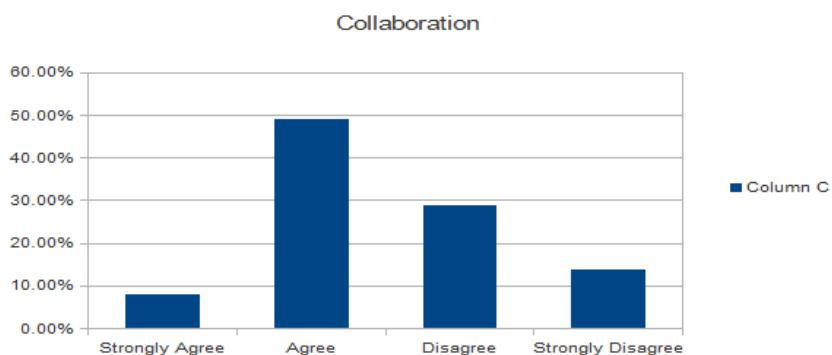
57% of the employees feel that there is collaboration amongst them while remaining feel otherwise.

Autonomy

Strongly Agree	10.00%
Agree	44.00%
Disagree	34.00%
Strongly Disagree	12.00%
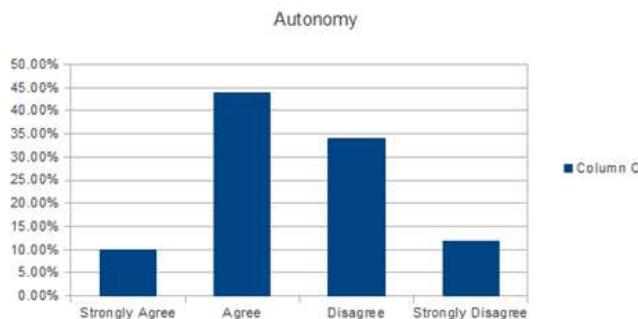
Autonomy

54% feel that they exercise autonomy at workplace and the remaining 46% do not feel the same.

Career Development

Strongly Agree	5.00%
Agree	49.00%
Disagree	22.00%
Strongly Disagree	24.00%

Career development
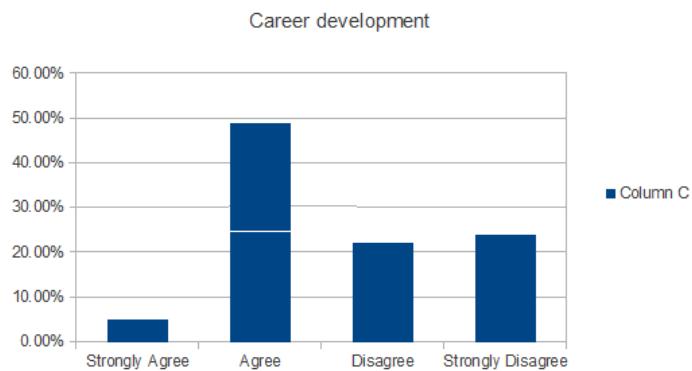
54% of the respondents here agree that the organisation provides development opportunities to their employees whereas remaining 46% have a diverse opinion.

SPSS CORRELATION

Table: 1

		Experience	Decision Making
Experience	Pearson Correlation	1	.308(**)
	Sig. (2-tailed)	.	.001
	N	120	120
Decision making	Pearson Correlation	.308(**)	1
	Sig. (2-tailed)	.001	.
	N	120	120

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

From this analysis, we can say that the decision making power of the employee increases with experience. So we can say that decision making power becomes mature and the autonomy is given to employees to take important decision for the organization.

Table: 2

		Teamwork	Collaboration	Confrontation	Open Door Policy
Teamwork	Pearson Correlation	1	.337(**)	.265(**)	.185(*)
	Sig. (2-tailed)	.	.000	.003	.044
	N	120	120	120	120
Collaboration	Pearson Correlation	.337(**)	1	.155	.149
	Sig. (2-tailed)	.000	.	.091	.104
	N	120	120	120	120
Confrontation	Pearson Correlation	.265(**)	.155	1	.489(**)
	Sig. (2-tailed)	.003	.091	.	.000
	N	120	120	120	120
Open door policy	Pearson Correlation	.185(*)	.149	.489(**)	1
	Sig. (2-tailed)	.044	.104	.000	.
	N	120	120	120	120

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

It can be seen from the above said data that Open door policy is positively correlated to confrontation, which says that the organization culture promotes open door policy to solve any grievance so that they work together to achieve the common goal. Collaboration increases among the members of team, to ensure guidance from the top level, co ordination among the middle level and support from the lower order to get things done well. Through this teamwork also increases and runs smoothly.

Table: 3

		Experience	Decision Making	Recognition	Quality of Learning
Experience	Pearson Correlation	1	.308(**)	-.086	.129
	Sig. (2-tailed)	.	.001	.352	.159
	N	120	120	120	120
Decision making	Pearson Correlation	.308(**)	1	.311(**)	.263(**)
	Sig. (2-tailed)	.001	.	.001	.004
	N	120	120	120	120
Recognition	Pearson Correlation	-.086	311(**)	1	.294(**)
	Sig. (2-tailed)	.352	.001	.	.001
	N	120	120	120	120
Quality of learning	Pearson Correlation	.129	.263(**)	.294(**)	1
	Sig. (2-tailed)	.159	.004	.001	.
	N	120	120	120	120

The above table shows that With high clarity in decision making the recognition of an employee increases, he/she is properly recognized with rewards in the organization and the same time the quality of learning also matures.

Table: 4

		Decision Making	Recognition	Work Environment	Quality of Learning	Open Door Policy	Respo-nsive	Encour aging
Decision making	Pearson Correlation	1	.311(**)	-.029	.263(**)	.177	.056	-.095
	Sig. (2-tailed)	.	.001	.755	.004	.053	.544	.301
	N	120	120	120	120	120	120	120
Recognition	Pearson Correlation	.311(**)	1	.280(**)	.294(**)	.421(**)	.357(**)	.329(**)
	Sig. (2-tailed)	.001	.	.002	.001	.000	.000	.000
	N	120	120	120	120	120	120	120
Work Environment	Pearson Correlation	-.029	.280(**)	1	-.037	.081	.354(**)	.271(**)
	Sig. (2-tailed)	.755	.002	.	.689	.377	.000	.003
	N	120	120	120	120	120	120	120
Quality of learning	Pearson Correlation	.263(**)	.294(**)	-.037	1	.468(**)	.257(**)	.372(**)
	Sig. (2-tailed)	.004	.001	.689	.	.000	.005	.000
	N	120	120	120	120	120	120	120
Open Door Policy	Pearson Correlation	.177	.421(**)	.081	.468(**)	1	.482(**)	.487(**)
	Sig. (2-tailed)	.053	.000	.377	.000	.	.000	.000
	N	120	120	120	120	120	120	120
Responsive	Pearson Correlation	.056	.357(**)	.354(**)	.257(**)	.482(**)	1	.318(**)
	Sig. (2-tailed)	.544	.000	.000	.005	.000	.	.000
	N	120	120	120	120	120	120	120
Encouraging	Pearson Correlation	-.095	.329(**)	.271(**)	.372(**)	.487(**)	.318(**)	1
	Sig. (2-tailed)	.301	.000	.003	.000	.000	.000	.
	N	120	120	120	120	120	120	120

The above table indicates that the working environment of the organization is very positive which significantly responds to the employee needs and preference. Open door policy significantly increases the quality of learning as the managers are always keen to help the employees as well as encourages them.

Table: 5

Work Environment	Pearson Correlation	1	.280(**)	.307(**)	.217(*)	.354(**)	.271(**)
	Sig. (2-tailed)	.	.002	.001	.017	.000	.003
	N	120	120	120	120	120	120
Recognition	Pearson Correlation	.280(**)	1	.165	.178	.357(**)	.329(**)
	Sig. (2-tailed)	.002	.	.071	.052	.000	.000
	N	120	120	120	120	120	120
Career development	Pearson Correlation	.307(**)	.165	1	.323(**)	.506(**)	.225(*)
	Sig. (2-tailed)	.001	.071	.	.000	.000	.013
	N	120	120	120	120	120	120
Proactive	Pearson Correlation	.217(*)	.178	.323(**)	1	.293(**)	.358(**)
	Sig. (2-tailed)	.017	.052	.000	.	.001	.000
	N	120	120	120	120	120	120

Table-5 Cond.,							
Responsive	Pearson Correlation	.354(**)	.357(**)	.506(**)	.293(**)	1	.318(**)
	Sig. (2-tailed)	.000	.000	.000	.001	.	.000
	N	120	120	120	120	120	120
Encouraging	Pearson Correlation	.271(**)	.329(**)	.225(*)	.358(**)	.318(**)	1
	Sig. (2-tailed)	.003	.000	.013	.000	.000	.
	N	120	120	120	120	120	120

From the above table it is clear that Work environment positively supports the career development and advancement of the employees. The culture of the organization positively responds to employee needs and preferences. Decision making ability and pro activeness increases, the ability to discharge responsibilities also increases.

CONCLUSIONS

Like anything worthwhile, culture is something in which you invest. An organization's norms and values aren't formed through speeches but through actions and team learning. Employees at all levels in an organization notice and validate the elements of culture and form their perceptions accordingly. They judge every management decision to hire, reward, promote, and fire colleagues. Organizations with clearly codified and enforced cultures enjoy great employee and customer loyalty, because they are effective in either altering ineffective behaviors or disengaging from values-challenged employees in a timely manner.

From the above analysis it is observed that most of the respondents feel that elements like openness, confrontation, trust, proactiveness, team building, collaboration, autonomy and career development are the building blocks of the culture. Inspite of presence of openness and feeling of trust in the organisation, the employees do not confront or challenge the existing practices. This shows that the organisations need to promote trust, team work, and collaboration at all the levels by creating opportunities to exercise and showcase these virtues. As mentioned above the employees hesitate when it comes confronting, collaborating or voicing their views, as the existanty culture and behavioural norms do not view these actions as positive or probably the prior experience or examples in the environment donot permit them to do so.

It has also been seen that there is a strong positive correlation between various elements of culture. When an organisation promotes openness, accomodates employee needs and preferences, the elements like pro activeness, better team spirit, confrontation and better conflict management at personal and professional level come in to force and result in greater employee involvement and engagement.

Thus it can be inferred that organisations must develop a condusive organisational culture and also work extensively towards promoting its elements, so that a positive perception about the same can be created in the eyes of employees.

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